



**STATE OF WASHINGTON
DEPARTMENT OF PERSONNEL**

DIRECTOR'S REVIEW PROGRAM
521 Capitol Way South, P.O. Box 40911, Olympia, WA 98504-0911
(360) 664-0388 · FAX (360) 586-4694

September 19, 2011

TO: Teresa Parsons, SPHR
Director's Review Program Supervisor

FROM: Kris Brophy, SPHR
Director's Review Program Investigator

SUBJECT: Janis Juarez v. Bellevue College (BC)
Allocation Review Request ALLO-11-008

Director's Determination

This position review was based on the work performed for the six-month period prior to December 10, 2010, the date BC Human Resources (HR) received Ms. Juarez's request for a position review. As the Director's Review Investigator, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review conference, and the verbal comments provided by both parties. Based on my review and analysis of Ms. Juarez's assigned duties and responsibilities, I conclude her position is properly allocated to the Program Assistant classification.

Background

On December 10, 2010, BC Human Resources received Janis Juarez's Position Review Request (PRR) form, asking that her position be reallocated to the Communications Consultant 1 class (Exhibit B-5).

By email dated February 3, 2011, BC notified Ms. Juarez that her position was properly allocated to the Program Assistant classification (Exhibit B-4).

On March 2, 2011, the Department of Personnel received Ms. Juarez's Director's Review form requesting a Director's review of BC allocation determination (Exhibit A-2).

On August 18, 2011, I conducted a Director's review conference. Present during the conference were Janis Juarez; Page Rebelo, Employee Relations Specialist, WPEA; and Cesar Portillo, V.P. Human Resources.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

Ms. Juarez provides specialized clerical technical support to the BC Arts and Humanities (A&H) division. A&H is the largest academic division on campus, consisting of 18 academic programs and 22 related clubs, labs and performing arts groups, with 49 full-time and 170 part-time academic instructors. Ms. Juarez has primary responsibility for maintaining the A&H division and related web sites for accuracy in support of division operations. This includes editing, and posting accurate information regarding course scheduling, instructor class materials and syllabi, and providing other related division information and announcements.

Ms. Juarez describes duties and responsibilities in the PRR as follows:

- 80% Web site manager – Know, understand, interpret, and apply Web Information Accessibility Standards defined by the college policy manual in the state through Revised Code of Washington (RCW), Washington Administrative Code (WAC). Format, merge and manipulate text to course materials submitted by instructors prior to posting to the division syllabi web site. Maintain the A&H web site, and the many department web sites for accuracy by adding, deleting, and modifying class materials and division information. Manipulating text and graphic images. Work closely with the college web master to assure compliance with college policies. Troubleshoot any problems with the web maintainers of [English Learning Institute] ELI and Interior Design [ID] departments.
- 10% Access data using the HP 3000 - Posting student placement scores to the HP 3000. Monitor enrollment for the Division Dean. Accessing student academic records. Managing course wait lists for each class. Maintain student email address lists for each class. Back up for schedule building and class changes in the HP 3000.
- 5% Faculty Support – Manage textbook records quarterly. Request instructor desk copies when needed. Contact students when courses are cancelled or added. Convey pertinent information to faculty.
- 5% Office Reception Back-up - Answer incoming calls. Greet students and visitors, answer questions and direct them to other offices. Miscellaneous tasks as needed to assist faculty, staff and students.

In the PRR, Ms. Juarez provided background information regarding the development of the A&H division website. In her comments she states that in 2002, President Floten directed each division to create a web site for presenting information. Originally, several people in the A&H division had the ability to post information on the web site which resulted in inaccuracies and outdated materials appearing on the site. She states that in 2005, an accreditation self study

revealed the need to further improve accuracy, and in 2008 she was delegated sole responsibility for maintaining the A&H division's web site.

Ms. Susan Roselle, Administrative Manager for the A&H division, completed the supervisor's section of the PRR. Ms. Roselle indicates Ms. Juarez's description of duties and responsibilities are accurate and complete and supports Ms. Juarez's request to be reallocated to the Communications Consultant 1 class. In her letter of support (Exhibit A-4(2)), Ms. Roselle states that Ms. Juarez's position no longer aligns with the Program Assistant class as her primary responsibility involves building the A&H website. She states that Ms. Juarez performs some of the Program Assistant class tasks as a backup to another position, but is not involved in a majority of student and public contact work. She states Ms. Juarez duties include collaborating with faculty to convert documents from print versions into web-formatted documents. She creates web documents by manipulating and reformatting text, and importing graphics. She also makes changes to improve the readability of web presentations, and creates course summaries.

Ms. Star Hang Nga Rush, Dean of A&H also supports Ms. Juarez's reallocation request. In her letter of support (Exhibit A-4(1)), Ms. Rush states that Ms. Juarez's duties involve more than maintaining the website in that she, "generates, drafts, edits, proofreads, organizes and "publishes" content to multiple media, including the html website for the division...."

Summary of Ms. Juarez's Perspective

Ms. Juarez asserts her position's duties have shifted away from the Program Assistant class by having primary responsibility for building and maintaining the A&H division website. She contends the tasks she performs related to the Program Assistant class are ancillary to her primary duties as the web manager for the division.

Ms. Juarez asserts that 80% of her time is spent managing, updating, posting, editing, and proofing information on the site to assure currency and compliance. She states Ms. Juarez duties include collaborating with faculty to convert documents from print versions into web-formatted documents. She creates web documents by manipulating and reformatting text, and importing graphics. She also makes changes to improve the readability of web presentations, and creates course summaries.

Summary of BC's reasoning

BC contends that Ms. Juarez's position's duties involving the updating, posting, editing, and proofing information on the A&H division web site fall within the Program Assistant classification description of duties. BC asserts the Program Assistant class description provides for composing correspondence and printing materials related to program operations; compiling and distributing information relative to program activities, establishing and maintaining records and files and using graphic software and making recommendations regarding appropriate display of graphic information. BC asserts Ms. Juarez's position does not include responsibility for serving as a spokesperson to the news media and the public or creating newsletters, catalogs, and brochures. BC asserts she does not liaise with clients and production personnel. BC contends that while Ms. Juarez does publish information to the website, she does not prepare publications for electronic distribution.

BC acknowledges Ms. Juarez is a highly valued employee and performs her duties well. However, based on the overall duties and responsibilities assigned to her position, BC believes the Program Assistant classification is the proper allocation for her position.

Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the Class Series Concept (if one exists) followed by the Definition and Distinguishing Characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification.

Comparison of Duties to Communications Consultant 1 class.

The Class Series Concept for the Communications Consultant series states:

Positions in this series are involved in developing, editing and/or disseminating publications and a variety of communication and marketing materials as part of the overall public information function. [Emphasis added] This series also includes positions responsible for internal communications and strategic messaging, and positions serving as a spokesperson to the news media and the public.

During the review telephone conference, Mr. Portillo stated the Institutional Advancement (IA) division handles the college's public information function for internal and external information including college brochures, news media, and serving as the public interface for the college. In addition, he stated that institution-level publications and web multi-media and social network interaction come out of IA division. He stated that staff involved with posting or disseminating divisional publications or other information and/or materials consult with, and work through the IA division prior to dissemination. Mr. Portillo stated that on an as needed basis, Ms. Juarez's position would interface and work through the IA division prior to posting division-level informational publications or other materials.

The Definition for the Communications Consultant 1 class states:

Duties performed at this level include assisting in developing, editing, and/or coordinating production and distribution of materials or drafts of publications such as announcements, catalogs, program brochures, and illustrative materials. Positions typically work under direct or close supervision and work is subject to regular review. Work tasks are often repetitive or routine. Positions have limited latitude to resolve problems outside of written guidelines.

Although examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification. The CC1 typical work statements include the following:

- Gathers background information by research and personal interviews under established guidelines;
- Writes drafts of standard communication materials such as newsletters, announcements, catalogs, and brochures;

- Reviews and assists in editing copy by checking grammar, clarity, and form of presentation; reviews and corrects proofs provided by printer during each production phase;
- Assists in liaison work between clients, publication and production personnel; provides basic advice and suggestions regarding such things as readability, grammar, costs, best methods of producing materials, and publishing information on the Internet;
- Arranges for distribution of communication materials; performs electronic publishing by preparing publications for electronic distribution such as CD-ROM and hypertext versions.

Ms. Juarez performs specialized technical clerical duties in support of the A&H division's web site. Her position does not have responsibility for developing, editing and/or disseminating publications and a variety of communication and marketing materials as part of the college's overall public information function. While a function of her position in support of the division's web site is to edit and post A&H instructor course materials, syllabi and other division-related academic information, her position does not serve a communications consultant role, nor does she have responsibilities related to the internal communications function and strategic messaging.

In addition, the scope of Ms. Juarez's position does not reach the type of work described by this class including having responsibility to assist in developing informational content by gathering background information by research and personal interviews with division faculty and staff under established guidelines. The majority of her work involves taking submitted information and preparing it for the web site. Additionally, she does not have primary responsibility for writing drafts of standard communication materials such as newsletters, announcements, catalogs, and brochures.

Ms. Juarez prepares for posting a variety of public information and internal and external outreach materials for the division such as brochures, flyers, posters, and email announcements. She converts documents from print versions into web-formatted documents for posting on the division's web site. She creates web documents by manipulating and reformatting text, and importing graphics. She also makes changes to improve the readability of the documents on the web. She reviews and edits content by checking grammar and clarity for posting on the web. While these duties overlap with the Communications Consultant 1 description of work, these duties are also described by the Program Assistant class specification.

Ms. Juarez's position does not assist in providing liaison work between clients and publication and production personnel.

In total, her position's focus does not align with the college's overall public information function. Her position does not fit within the class series concept for this series. The overall scope of her position does not involve performing a variety of communications consultant tasks as stated in Definition for this class.

For these reasons, Ms. Juarez's position should not be allocated to the Communications Consultant 1 class.

Comparison of Duties to Program Assistant.

The Class Series Concept for this series states:

Perform work requiring knowledge and experience that is specific to a program. Organize and perform work related to program operations independent of the daily administrative office needs of the supervisor. Represent the program to clients, participants and/or members of the public.

A program is a specialized area with specific complex components and discrete tasks which distinguish it from the main body of an organization. A program is specific to a particular subject. The specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, independent functioning and typically, public contact. Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of incumbent's performance of specialized tasks.

The Definition for this class states:

Perform specialized technical/clerical duties in support of a program activity.

The Distinguishing Characteristics for this class states:

Under general supervision, perform work requiring knowledge and experience specific to the program. Provide students, staff, program participants and/or the public with information and interpretation of policies and activities related to the program specialty. Compose written communications, and establish and maintain records relating to program operations.

Although the Typical Work examples do not form the basis for an allocation, they lend support to the work envisioned within a classification. The following provides an example of the level of work assigned to the Program Assistant class, as stated on the class specification:

Within the specialized program:

...[P]rovide information regarding program policies and activities;

Compose correspondence, printed materials, and/or news releases related to program policies, procedures, and operations; edit materials for accuracy, appearance, readability, and style;

Compile and distribute information relative to program activities, confer with other campus departments and outside agencies; ...

...

Perform complex word processing tasks such as merging and sorting, integrating text with graphics, spreadsheet and data base files, uploading and downloading and creating footnotes and outlines;

...Use graphics software and make recommendations regarding appropriate display of graphic information;

...

May use desk top publishing software;

...

Ms. Juarez performs a variety of specialized technical clerical duties in support to the A&H division operations. She supports faculty functions by posting course information and materials submitted by instructors to the division's syllabi web site. She maintains accurate academic information by adding, deleting, and modifying class materials and division information through the A&H web site, and the many department web sites. She maintains textbook records quarterly. She requests instructor desk copies when needed. She contacts students when courses are cancelled or added. She also conveys pertinent information to faculty.

She provides backup support to other program staff and performs other specialized technical clerical duties. She accesses data using the college's HP 3000 computer system. She posts student placement scores to the HP 3000. She monitors enrollment data and information for the Division Dean. She maintains academic course wait lists for each division classes. She also maintains student email address lists for each class. She provides back up support for schedule building and class changes in the HP 3000.

The purpose of an allocation review is to determine the classification which best describes the overall duties and level of responsibility of a position.

In Salsberry v. Washington State Parks and Recreation Commission, PRB Case No. R-ALLO-06-013 (2007), the Personnel Resources Board addressed the concept of *best fit*. The Board referenced Allegri v. Washington State University, PAB Case No. ALLO-96-0026 (1998), in which the Personnel Appeals Board noted that while the appellant's duties and responsibilities did not encompass the full breadth of the duties and responsibilities described by the classification to which his position was allocated, on a best fit basis, the classification best described the level, scope and diversity of the overall duties and responsibilities of his position.

A position's allocation is not a reflection of performance or an individual's ability to perform higher-level work. It is clear Ms. Juarez is a highly-skilled and dedicated member of the BC staff. A position's allocation is based on the majority of work assigned to a position and how that work best aligns with the available job classifications. Based on my review of the available class specifications and the overall level, scope and diversity of duties and responsibilities assigned to Ms. Juarez's position, I conclude her position is properly allocated to the Program Assistant class.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911.

You may file in person at 521 Capitol Way South, Olympia, Washington. Fax number (360) 586-4694.

For questions, please call (360) 664-0388.

If no further action is taken, the Director's determination becomes final.

c: Janis Juarez, BC
Page Rebelo, WPEA
Cesar Portillo, BC
Lisa Skriletz, DOP

Enclosure: List of Exhibits

JANIS JUAREZ v BC

ALLO-11-008

List of Exhibits

A. Janis Juarez Exhibits

1. Letter of appeal from Page Rebelo, WPEA, received by Department of Personnel on March 3, 2011.
2. Request for Director's Review form for Janis Juarez, dated March 2, 2011.
3. Copy of the position allocation determination email from Jason Castro to Janis Juarez, dated February 3, 2011.
4. Cover letter from Page Rebelo to Karen Wilcox received March 3, 2011, with enclosed packet of exhibits listed as follows:
 - (1) Letter from Star Hang Nga Rush, Dean of Arts & Humanities
 - (2) Letter from Susan Roselle, Administrative manager with attachments:
 - a. Screen shot of Arts & Humanities webpage/home (1 page)
 - b. Screen shot of Arts & Humanities webpage/content (1 page)
 - c. Art 110 description (1 page)
 - d. Art 120 syllabus and dateline (1 page)
 - (3) Arts and Humanities main page examples cover sheet
 - (4-28) Arts and Humanities print screen examples
 - (29) Instructor Web Pages and Syllabi Clarification cover sheet
 - (30-38) Examples of Instructor Web Pages
 - (39) English Web Site Examples cover sheet
 - (40-52) Examples of size and complexity of the English Web Site
 - (53) Music Web Site Examples cover sheet
 - (54-66) Music Web Pages
 - (67) Theater Arts – Drama cover sheet
 - (68-70) Theater Arts Web Pages
 - (71) Theater Arts – Dance cover sheet
 - (72) Theater Arts – Dance home web page
 - (73) Art Department Web Site cover sheet
 - (74-77) Art Department web pages and email
 - (78) Arts & Humanities Facebook Page cover sheet
 - (79-81) Promotion of Arts & Humanities on Facebook
 - (82) Emails to Instructors Exhibits cover sheet
 - (83-87) Examples of information dissemination to Instructors

- (88) Emails to Student Exhibits cover sheet
- (89-95) Email communication to and from students
- (96) New English Instructor information Exhibits cover sheet
- (97-99) Sample publications
- (100) Instructor Module Cover Page Exhibits cover sheet
- (101-110) Sample Module Cover Sheets

B. Bellevue College Exhibits

Cover letter from Jason Castro to Page Rebelo and Karen Wilcox dated March 22, 2011 enclosing the following exhibits:

1. Position Description form for Janis Juarez's position, titled Program Assistant Arts & Humanities. (3 pages)
2. Organizational chart for Arts & Humanities Division
3. Position review interview notes for Jason Castro with the following individuals:
 1. Janis Juarez
 2. Susan Roselle, Administrative Manager A&H
 3. Star Rush, Dean, A&H
4. Position Review Request determination email from Jason Castro to Janis Juarez, dated February 3, 2011.
5. Position Review Request form for Janis Juarez, received on December 10, 2010 by BBC Human Resources.

C. Class Specifications

1. DOP Class specification for Communications Consultant 1 (197I).
2. DOP Class specification for Program Assistant (107M).